

OPERATIONS BUSINESS TEAM
September 18, 2000 (DRAFT)

	OPPORTUNITY CATEGORY	DECISIONS AND ACTIONS	STATUS / ISSUES / COMPLETION DATES	NEXT OBT REVIEW DATE	RESPONSIBLE PERSON(S)
1	Competitiveness	Capabilities of New Long Range Planning Model	<i>Presentation made.</i>	<i>DONE</i>	H. Burnley
2	Compliance	Case Identification & Retrieval	<i>Presentation made reviewing plan to use Radio Frequency Identification (RFID) technology to identify and retrieve cases. JRN to be ST project sponsor. K. Morgan to review core team resource needs with Project Board and brief appropriate executive management on project.</i>	<i>DONE</i>	JAC
3	Compliance	SCRIP 2002 Commercialization Project Initiation	<i>Presentation made. B. Smith to request approval of Design Project Initiation Document by 9/30/00 to initiate Commercialization project. Operations Planning to begin study looking at options for producing larger quantities (up to 100 bn in 4 years).</i>	<i>DONE</i>	U. Nyffeler
4	Costs & Cash Flow	Flavor Center & KFI	<i>Presentation made on status of project to provide liquid compounded flavors for KFI spray dried flavors at the Flavor Center.</i>	<i>DONE</i>	D. Westra
5	Costs & Cash Flow	Manufacturing Yield Measures	<i>Presentation made reviewing the following composite measures: Primary Waste, Plant OTM, Stem Extraction, Rod Weight Performance and Rejects. Next update in March 2001.</i>	<i>DONE</i>	SR
6	Costs & Cash Flow	MONTHLY - Operations Budget Update for July/August	<i>Update given reviewing budget status vs. 2000 2RF and 3RF.</i>	<i>DONE</i>	M. Saine
7	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	<i>Review given of current status and preliminary projections for 2001. Will plan to accrue the balance of capital and expense for CC3 project.</i>	<i>DONE</i>	M. Saine
8	Costs & Cash Flow	Symphony Go Live Schedule	<i>Presentation made on Symphony 2000 status. Change over plan for weekend of 9/30/00 reviewed in detail.</i>	<i>DONE</i>	H. Burnley
9	Organizational Capability	Finance Team Building Meeting	<i>Presentation made and videos viewed reviewing Finance "Building Bridges Together" events.</i>	<i>DONE</i>	M. Saine
10	Consolidation & Integration	Enterprise Software Standardization Project	<i>K. Lowrance to make presentation. Time: 30 min.</i>	<i>TBD</i>	H. Long

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11	Costs & Cash Flow	Strategic Plan - Project Resource Discussion	L. Pulsifer to facilitate discussion. Time: 4 hrs.	TBD	H. Burnley
12	Competitiveness	Banded Paper Cigarette Licensing	D. Clark to make presentation. Time: 30 min.	9/28/00	U. Nyffeler
13	Compliance	EHS Assessment 1st Half 2000 Results	C. Stiff to give review. Time: 30 min.	9/28/00	DLM
14	Compliance	Product Special Situations & Interim Product Retrieval Training	R. Fenner & A. Cook to make presentations. Time: 1 hr.	9/28/00	JAC
15	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	9/28/00	J. Holleran
16	Other	Lunch With SWM Board of Directors at MC	JRN, DLM, SR, U. Nyffeler, H. Long and C. Schwartz. Time: 12:15 - 1:00	9/28/00	H. Long
17	Quality System Implementation	3rd Quarter Management Review	J. Carboni & R. Fenner to make presentation. Time: 45 min.	9/28/00	JAC
18	Quality System Implementation	Manufacturing Quality System Implementation Plan	J. T. White to make presentation. Time: 30 min.	9/28/00	JAC
19	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 15 min.	9/28/00	JAC
20	Communications	Environmental Disclosure	C. Stiff to make presentation. Time: 30 min.	10/12/00	C. Schwartz
21	Compliance	SEMI-ANNUAL Safety System Management Review	D. Merrill & C. Stiff to coordinate review.	10/12/00	DLM
22	Costs & Cash Flow	MONTHLY - Operations Budget Update for September	E. Johnson to give update. Time: 30 min.	10/12/00	M. Saine
23	Costs & Cash Flow	Project Symphony Update	H. Burnley to make presentation. Time: 30 min.	10/12/00	H. Burnley
24	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	10/12/00	H. Burnley
25	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	10/12/00	H. Burnley

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26	Incentives & Compensation	IC/Stock Review	Time: 2 hrs.	10/12/00	K. Benner
27	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	10/12/00	JAC
28	Costs & Cash Flow	Operations Strategic Plan Update	L. Pulsifer to facilitate review by OBT for direct reports.	10/26/00	H. Burnley
29	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmento to make presentation. Time: 30 min.	11/9/00	M. Saine
30	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	11/9/00	JAC
31	Costs & Cash Flow	MONTHLY - Operations Budget Update for October	E. Johnson to give update. Time: 30 min.	11/30/00	M. Saine
32	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	11/30/00	H. Burnley
33	Organizational Capability	Technical Ladder Promotion Review	R. Driver to facilitate. Time: 2 hrs.	11/30/00	K. Benner
34	Costs & Cash Flow	MONTHLY - Operations Budget Update for November	E. Johnson to give update. Time: 30 min.	12/18/00	M. Saine
35	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	12/18/00	H. Burnley
36	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	12/18/00	JAC
37	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	12/18/00	J. Holleran
38	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	D. Chadick to make presentation	1/12/01	R. Cox & JAC
39	Costs & Cash Flow	Manufacturing Yield Measures	J. Calloway to give update.	3/15/01	S. Rivera